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INSCOM *Journal*

May 1986



**13th Annual
Honolulu Marathon**

VIEWPOINT

"The brave man inattentive to his duty, is worth little more to his country than the coward who deserts her in the hour of danger."

—Gen. Andrew Jackson,
War of 1812, Battle of New Orleans

"The great use of a life is to spend it for something that outlasts it."

—William James, philosopher

"If I believed the world were to end tomorrow, I would still plant a tree today."

—Martin Luther,
16th century religious leader

"A good listener is not only popular everywhere, but after a while he knows something."

—Wilson Mizner,
screen writer

"A liar needs a good memory."

—Quintillian,
Roman writer (35–95 A.D.)

The Cover

Don Danner of Field Station Kunia Headquarters Company passes the 20-mile mark in the recent 13th Annual Honolulu Marathon. Danner was the field station's fastest runner. (Photo by SSgt. Vicki Ohmacht)

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Dietra D. Watson

STAFF WRITER
Deidre H. Sexton

The *INSCOM Journal* (ISSN 0270-8906) is published monthly except January and August (combination issues for May and July/August) by the U.S. Army Intelligence and Security Command, Arlington Hall Station, Arlington, VA 22212-5000. Second class postage paid at Arlington, VA. POSTMASTER: Send address changes to the *INSCOM Journal*, U.S. Army Intelligence and Security Command, ATTN: IAPA, Arlington Hall Station, Arlington, VA 22212-5000.

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May 1986

Volume 9, No. 4

Highlights



2

Lady Liberty

Included are some facts, and some trivia, pertaining to the Statue of Liberty.



7

Vietnam Memorial

Names of more soldiers are added to the Vietnam Veterans Memorial.



12

Stress of Life

Signs of stress, and some solutions, are noted in the article.

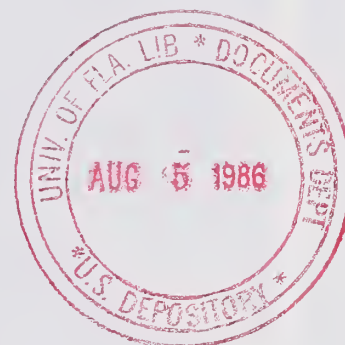
INSCOM Journal

Features

- 2 A Look at LADY LIBERTY
- 4 NATO Observes Its Anniversary
- 6 Significant NATO Actions
- 7 More Names Added to Vietnam Memorial
- 8 "TAPS": The Final Farewell
- 10 Linguists—Key Ingredient of Effective Intelligence
- 12 The Stress of Everyday Life
- 15 Soldiers' Desires Can Be Your Reward
- 17 A Fable

Departments

- 19 Units
- 23 For Your Information
- 27 Family Album
- 30 Sports



Next Month

Read about the 203rd Military Intelligence Battalion's ground-breaking ceremonies for its multi-million dollar operation and support complex to be located behind its present headquarters building.



The old saying, "She's not getting older, she's getting better," will never be more evident than during this Fourth of July weekend in New York Harbor. That's when President Ronald Reagan will unveil the renovated Statue of Liberty and relight her torch.

Those wishing to travel to New York for the festivities are advised to make their plans as soon as possible. An official of the New York Convention and Visitors Bureau said that as of the middle of February, a few hotels were already booked solid. However, the official pointed out that there are more than 100,000 hotel rooms in New York City, so accommodations could be found for those who act soon.

Whether you travel to New York for the unveiling or choose to wait until later when the crowds are smaller, there are some interesting facts about Lady Liberty that you can dazzle your friends and family with.

A Look at **LADY LIBERTY**

For instance, did you know that the Statue of Liberty stands on the outer perimeter of an old Army fort? Fort Eleazer Wood was originally built in 1803 on the southern tip of Liberty Island in response to the threat of war with Great Britain. Eleazer Wood was a West Point graduate and Corps of Engineers officer who had assisted in building the defenses at nearby Governor's Island. He was a hero who was killed in the Battle of Erie in September 1814.

In the early 1800s, the idea was to build forts on Manhattan, Governor, Ellis and Bedloe islands to form a line of defense. Luckily, the forts never had to be tested.

The model for the statue was the sculptor's mother, making Auguste Bartholdi's mother more popular than Whistler's mother. And about 225 tons heavier.

Liberty Island has had a varied history. It has served as a fishing ground, quarantine station, gallows, hospital base, fort, farm, mili-

tary prison and dump. It's also had several names: The Indians called it Minissais (lesser island); the colonists called it Great Oyster Island. It became Liberty Island by an act of Congress in 1956.

The decision to place the statue facing Brooklyn was probably determined by the shape of the base. The Army Corps of Engineers, which built the stone fort on the island, designed it in the shape of an 11-point star. The statue is facing the most prominent point of the star. It also faces the harbor, welcoming all incoming visitors.

You might also hear some talk about whether the statue belongs to New York or New Jersey. It's New York. In 1883, both states signed a pact to that effect. Both states share the water around it, but New York City policemen protect it, and the 15 people who live on the island pay New York taxes. The 15 people are from the four families who make up the statue's staff members.

NATO Observes Its Anniversary

By Donna Bolinger

American Forces Information Service

"For Belgium: Paul-Henri Spaak."

"For Canada: Lester B. Pearson."

"For France: Robert Schuman."

... and finally,

"For the United States of America: Dean G. Acheson."

One by one, representatives of 12 governments who had gathered in Washington, D.C., on April 4, 1949,

the United States pledged to join with 11 other countries for their common defense, formally ended a century and a half of American isolationism.

It was not a commitment taken lightly by the United States—a nation whose founding fathers took considerable pains to avoid close ties with Europe, whose primary interests, they said, had little or no relation to those of America.

During the 37 years since its creation, the alliance — now with 16 members — has overcome many of the problems that can occur when different governments attempt to work together. Among the most recent was the refusal of NATO to support the U.S. call for an economic boycott of Libya.

In spite of these differences, NATO's success can best be measured by the fact that since its creation, not one inch of European soil has been lost to aggression.

Adm. William J. Crowe Jr., chairman of the Joint Chiefs of Staff, calls NATO "the greatest peace movement the world has ever witnessed."

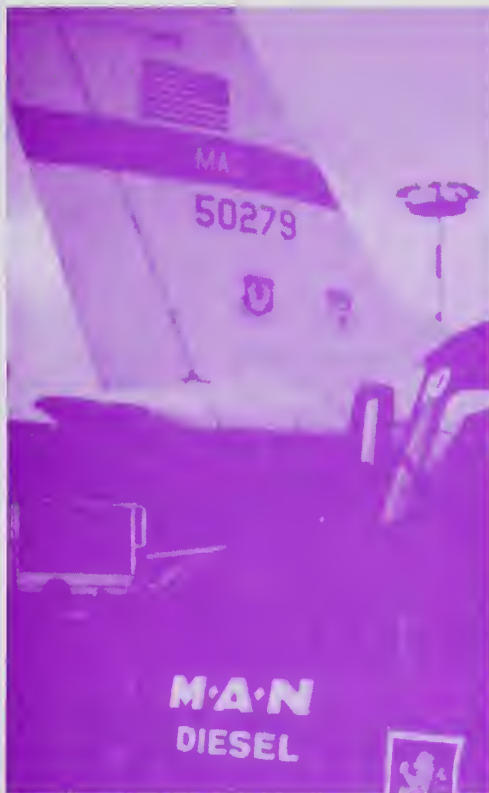
"It has offered the people of Europe and North America the



The NATO symbol is a compass display, symbolizing the nations of the Atlantic Alliance steering toward world peace. The circle symbolizes unity.

signed a document establishing the North Atlantic Treaty Organization, or NATO.

This historic document, in which



U.S. supplies and equipment are transferred to Belgium Movement Control Group trucks for delivery to an exercise staging area after arrival in Brussels. A spirit of cooperation pervades the alliance.

longest sustained period of tranquility in this century," he said. "For four decades, through the wisdom of our statesmen and the readiness of our arms, Western Europe has avoided external aggression."

Yet NATO represents more than just a military alliance. It serves as a forum for discussing issues of political, scientific, economic and cultural consideration, making it an unprecedented and successful experiment in international teamwork.

NATO represents nearly every aspect of international cooperation:

- statesmen discussing world trade around a table in Brussels;
- sailors from Denmark, England, Germany, the Netherlands and other countries patrolling the Atlantic sea lanes together;
- Italian jet fighters flown by Belgian pilots operating out of U.S. bases in Germany;
- 5,000-plus miles of oil pipelines stretching across Europe;
- a Canadian professor lecturing to university students in Turkey;

□ European and American meteorologists studying Halley's Comet; and

□ Allied soldiers facing the Berlin Wall.

So who, asked former Ambassador to the United Nations Jeane J. Kirkpatrick, profits most from the alliance — Europe or the United States?

The fact that this question is not easily answered, she said, illuminates the foundations of the alliance.

"This pattern of cooperation and alliance among the nations of the Atlantic area will survive generational change because it is bound on more than nostalgia," she said.

"It will survive new important economic ties to the Pacific because it is bound together by more than shared economic interests. It will survive disappointments and misunderstandings because the leaders of the democracies understand, finally, that all our nations, and all their freedoms, depend finally, but immediately, on the civilization that sustains us all.

"There is no perfect alliance,"

she said. "There are no perfect friends, and as James Reston commented concerning the debate on NATO defense improvements: 'There is no perfect security. There is only the struggle, with friends at

our side doing the best we can.'" Kirkpatrick concluded, "The American government and the people it serves have every intention of continuing that struggle, side-by-side with our European friends."

Significant NATO Actions 1978 to Present

1978—NATO created an airborne early warning force to provide air surveillance of NATO territory in Europe. The force consists of 18 E-3A (AWACS) aircraft manned by mixed crews from 11 of NATO's 16 members. Also to be included are 11 British MK-3 Nimrod aircraft.

1979—NATO agreed to deploy 572 intermediate-range nuclear weapons, both Pershing II and ground-launched cruise missiles, in the United Kingdom, Germany, The Netherlands, Italy and Belgium. Deployment began in December 1983.

1980—In direct response to the Soviet invasion of Afghanistan, NATO agreed to improve its defense capabilities.

1982—NATO issued a communique condemning martial law in Poland. The

Members of NATO

*Belgium
Canada
Denmark
France
Germany
Greece
Iceland
Italy
Luxembourg
The Netherlands
Norway
Portugal
Spain
Turkey
United Kingdom
United States*

communique further banned all non-food credits to Poland, suspended high-level contacts with the Jaruzelski government, and froze all considerations of rescheduling Polish debts to the West.

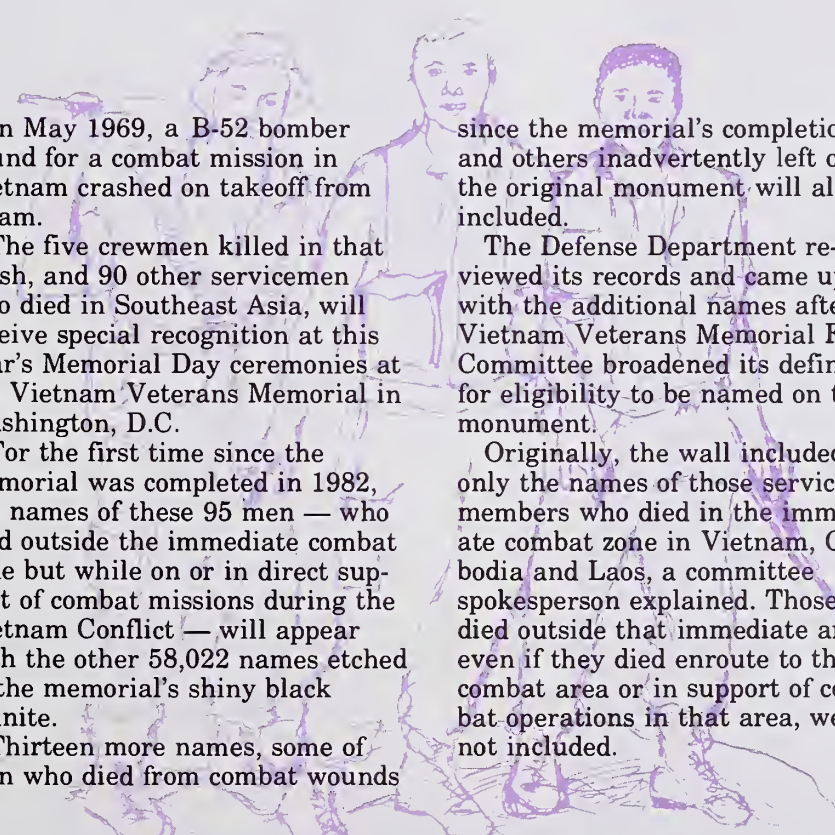
1983—After the Polish government declared an end to martial law, all NATO governments ended the restriction on considering Polish debt rescheduling.

1984—NATO agreed to a plan to increase its funding to an unprecedented level of about \$8.5 billion during the six-year period from 1985 through 1990.

1985—NATO agreed to a general plan to correct nine identified areas of deficiency within the alliance. The plan is expected to improve conventional defenses and provide for more effective burden-sharing by members of the alliance.

More Names Added to Vietnam Memorial

By Donna Bolinger
American Forces Information Service



In May 1969, a B-52 bomber bound for a combat mission in Vietnam crashed on takeoff from Guam.

The five crewmen killed in that crash, and 90 other servicemen who died in Southeast Asia, will receive special recognition at this year's Memorial Day ceremonies at the Vietnam Veterans Memorial in Washington, D.C.

For the first time since the memorial was completed in 1982, the names of these 95 men — who died outside the immediate combat zone but while on or in direct support of combat missions during the Vietnam Conflict — will appear with the other 58,022 names etched in the memorial's shiny black granite.

Thirteen more names, some of men who died from combat wounds

since the memorial's completion and others inadvertently left off the original monument will also be included.

The Defense Department reviewed its records and came up with the additional names after the Vietnam Veterans Memorial Fund Committee broadened its definition for eligibility to be named on the monument.

Originally, the wall included only the names of those service members who died in the immediate combat zone in Vietnam, Cambodia and Laos, a committee spokesperson explained. Those who died outside that immediate area, even if they died enroute to the combat area or in support of combat operations in that area, were not included.



By Tom Joyce

American Forces Information Service

Memorial Day: A holiday originally observed as an occasion for decorating the graves of soldiers killed in the Civil War. But since World War I, Memorial Day has been a day to commemorate those who died in all wars.

This year, as in the past, those attending Memorial Day observances around the country will undoubtedly hear a lonely bugle sound "*Taps*." And even though no other bugle call is more recognizable to service people and other Americans, little is known about its origins.

Its composer, Civil War Union Gen. David Butterfield, said of "*Taps*," "It brings down the curtain on the soldier's day and upon the soldier's life."

It's not generally known, but there are words to "*Taps*."

*Fades the light;
And afar
Goeth day,
Cometh night;
And a star
Leadeth all,
Speedeth all
To their rest.*

Another version:

*When your last
Day is past
From afar
Some bright star
O'er your grave
Watch will keep,
While you sleep
With the brave*

"TAPS"

The Final Farewell

But "*Taps*" wasn't always taps. The French "*L'Extinction des Feux*" ("*Lights Out*") was originally used by the American Army to signal the end of the day. A particular favorite of Napoleon, it didn't suit Butterfield.

Butterfield, a Medal of Honor awardee, composed "*Taps*" one night in the hopes it would comfort the men under his command. Their morale had sunk to a new low during heavy fighting near Richmond, Va. Their hopes for an early end to the war and reunions with their wives and families had been dashed when they were informed that help would not be coming. Dug in for the night, Butterfield, without knowing a note of music, composed what we know today as "*Taps*."

The next morning Butterfield summoned the brigade bugler and hummed the melody he had composed. After a few tries, Oliver W. Norton had mastered the call. At nightfall, he played "*Taps*" officially for the first time.

Norton would later write about the reaction to "*Taps*": "The music was beautiful on that still summer night, and was heard beyond the limit of the Butterfield brigade as it echoed through the valleys. The next morning, buglers from other brigades came to visit and inquire

about the new "*Taps*" and how to sound it."

Later in the same campaign, "*Taps*" was used for the first time in connection with a military funeral.

In this case, a soldier from Capt. John D. Tidball's Battery "A" of the 2nd Artillery had been mortally wounded. Since the unit was so close to the enemy in a forward position and hidden in the woods, Butterfield decided it would be unwise and dangerous to fire the three traditional volleys over the soldier's grave. He decided instead to have "*Taps*" played. From that time on, all the units in the Army of the Potomac adopted "*Taps*" as a custom at military funerals.

The Army officially adopted "*Taps*" in 1874; by 1900, the other services had followed suit.

It was, and still is, the custom to fire three volleys over the grave of a deceased soldier to signify the end of the funeral ceremony. This custom originated in the early funeral rites of the Romans. The Romans would throw dirt over the coffin three times and call the dead three times by name to mark the end to a funeral ceremony. Today, when three volleys are fired at military funerals, it is a way of bidding a soldier farewell three times.

Linguists- Key Ingredient of ...

by Dr. John P. Finnegan,
INSCOM History Office

A command of foreign languages is essential in collecting foreign intelligence. The U.S. Army has been sensitive to this fact ever since World War I, when it set up a 200-man Corps of Interpreters to support the efforts of the American Expeditionary Force in France.

Army linguists have supported U.S. intelligence requirements at every level since World War I. In 1921, Maj. Herbert O. Yardley, head of the Joint State Department/War Department cryptanalytic organization, MI-8, began to teach himself Japanese to work on the problem of Japanese diplomatic codes. Knowing that the phrases "Airurando dokoritsu" ("Ireland independence") "Doitsu" ("Germany") and "owari" ("stop") were likely to occur in certain cables, Yardley utilized his knowledge of the Japanese language to decipher the Japanese code. The success of MI-8 in reading Japanese communications allowed the United States to score a significant diplomatic victory in the Washington Peace Conference.



MI-8's successor organization, the Army Signal Intelligence Service, also strongly emphasized linguistic proficiency. The first three individuals hired by William F. Friedman, the organization's original chief, were respectively proficient in Spanish, French and German, as well as in mathematics. To complete his organization, Friedman hired John B. Hurt, an

extremely proficient Japanese linguist. The Signal Intelligence Service's language capabilities ultimately led to the solution of the high-grade Japanese machine-cipher system known as PURPLE, which gave the United States a detailed insight into the workings of Japanese diplomacy in the months before Pearl Harbor.

Army linguists played an im-

Effective Intelligence

portant part in World War II. In Europe, German and Italian speakers assigned to the 849th Signal Intelligence Service in the Mediterranean campaign found that VHF voice circuits operating in the clear provided them with a wealth of information on enemy order of battle. In the Pacific, because of the complexity of the enemy's language, skilled Army linguists played an even more vital role. Linguists working for Col. Sidney Masbir's Allied Translator and Interpreter Section in the Southwest Pacific Area were responsible for a number of major intelligence coups. A document found in an abandoned Japanese lifeboat that grounded on Goodenough Island following the Battle of the Bismarck Sea turned out, when translated, to be the most recent Japanese Army Officer List. The 40,000 names, ranks and assignments it contained provided MacArthur with the enemy's complete order of battle. Even more important to the war effort was a document captured by Philippine guerrillas from a crashed Japanese aircraft. Brought

back to Australia and translated by a five-man team of ATIS linguists, it proved to be Combined Fleet Operations Order No. 73, the Japanese "Z" plan for the defense of the Marianas. Successful translation of this document allowed Admiral Nimitz to deliver the Japanese fleet a devastating blow. At the tactical level, Army linguists saved American lives again and again in the Pacific theater. To cite only one instance, Army linguist Tom Sakamoto translated a captured Japanese Army attack order to the operations officer of the 1st Cavalry Division during MacArthur's attack on Seadler and Manus Islands. As Sakamoto spoke, the operations officer in turn gave firing instructions to two destroyers just offshore, who laid down a barrage which aborted the Japanese attack.

Army linguists have continued to play a vital role in Army intelligence since World War II. Security considerations still preclude disclosure of many of the intelligence successes produced by means of their efforts. However,

it can be pointed out what happens when, for one reason or another, the Army does not have linguistic support. To cite only one example, the surprise North Korean attack across the 38th parallel against South Korea in 1950 came at a time when there were only two Korean linguists on the intelligence staff of the Far Eastern Command, the principal Army command in the area.

The past also provides examples of what can happen when linguistic support, although present, is not adequate. On the 6th of December 1941, the Japanese consul in Hawaii passed a message to Tokyo discussing the defenses of Pearl Harbor and stating: "I imagine that in all probability there is considerable opportunity to take advantage for a surprise attack against these places." Unfortunately, the telegram was not translated until December 10th, three days after the Pearl Harbor attack and when it was, the Navy officer who translated it read the consul's key sentence as "The whole matter seems to have been dropped."

The **STRESS** of Everyday Life

Dennis M. Kowal, Ph.D.

WHAT IS IT?

Stress is an everyday fact of life. You can't avoid it. *Stress is any change that you must adjust to.* Stress is an adjustive demand that requires coping behavior. Stress resides neither in the person nor in the situation alone, but depends on how the person appraises and interacts with events. It depends on the person's perception of himself (his self-esteem) in relation to his situation and his cognitive response to that situation (his self-talk). Challenges and changes in our daily routines can actually be stimulating and lead to growth. While we usually think of stressful events as being negative, such as the injury, illness or death of a loved one, they also can be positive. For instance, getting a new home or a promotion brings with it the stress of change of status and new responsibilities. Falling in love can, for some people, be as stressful as falling out of love. To a great extent, whether novelty is stressful or not stressful for a person depends on how it is perceived and experienced. A certain amount of stress is essential to our well being though individual's tolerance levels will vary. The trick is to find the level of stress that suits us best.

WHERE DOES IT COME FROM?

We experience stress from three basic sources: *our environment, our*



How we choose our crossroads and ditches

bodies and our thoughts. Our environment, families and jobs bombard us with demands to adjust. We must endure weather, noise, crowding, interpersonal and family demands, time pressures, performance standards and various threats to our security and self-esteem. Common job stressors are: confusing requests from supervisors, unrealistic suspense dates (excessive time pressure) or expectations, lack of challenging goals, underutilization, little recognition, lack of a sense of belonging, little feeling of control, lack of perceived options for advancement, lack of proper equipment, little or no feedback regarding job performance, work overloads with no priorities, role conflicts, role overloads, and discrimination.

The second source of stress is our own physiological makeup. The rapid growth of adolescence, aging, illness, accidents, poor diet and sleep disturbances all tax the body. External threats also produce body changes which are themselves stressful. Our reaction to problems, demands and dangers is very much influenced by an innate "fight or flight" response which we inherited from our ancestors. Our predecessors tended to pass on to their children, through natural selection, any physical traits which gave them an advantage over their enemies in a hostile, competitive world. As a result, we have as



part of our biochemical makeup the innate tendency to prepare to fight or flee whenever we feel threatened. These threats may be real or imagined.

In simple terms, our body undergoes the following changes when we experience the "fight or flight" response. When the stimuli or event is interpreted as threatening, the regulating centers give the body a signal to speed up its preparation to confront or escape the threat. Our pupils become larger so we can see better, and our hearing becomes acute. Our muscles tense to deal with the challenge. Blood pulsates through our heads so that more oxygen reaches our brain cells, stimulating our

thought processes. Our heart and respiratory rates increase. Blood drains from our extremities and is pooled in our trunk and head, while our hands and feet feel cold and sweaty. If the body is not given relief from the biochemical changes that occur during the "fight or flight" response, chronic stress may result. When you are already stressed and more stress is added, the regulatory centers of the brain will tend to overreact. This results in what is considered wear and tear on our body and results in eventual breakdown and death. This process is known as the General Adaptation Syndrome which includes: *Alarm* (events perceived as threatening followed by individual undergoing

physiological changes), *Resistance* (individual strives to cope), *Exhaustion* (fatigue, wear and tear on individual, and eventual death).

The chronic arousal of the "fight or flight" response can turn transient high blood pressure, or hypertension, into permanent high blood pressure and high risk for stroke. Stress has been found to be related to many other physical ailments such as headaches, peptic ulcers, arthritis, colitis, diarrhea, asthma, cardiac arrhythmias, sexual problems, circulatory problems (cold hands and feet), muscle tension and even cancer. One of the major reasons for this is that the great majority of us do not practice preventive medicine. That is, we do not make an effort to reduce the stresses in our lives. We have not learned that we do not need to remain totally at the mercy of our involuntary "fight or flight" responses.

The third source of stress drives from our own thoughts or self-talk. How we interpret and label our experience, what we predict for the future can serve either to relax or stress us. Interpreting a sour look from our boss to mean that we are not doing a satisfactory job is likely to be very anxiety provoking. Interpreting the same look as tiredness or preoccupation with personal problems will not produce nearly the same anxiety and self-doubt. Dwelling on our negative thoughts produces tension in our body, which in turn creates the subjective feeling of uneasiness and leads to more anxious thoughts. We could call this vicious cycle, "anticipatory anxiety"—that which we generate ourselves. This has its effect on our ability to perform through our self-talk. The fears and uncertain-

ties that we generate and end up expecting. This self-talk is what programs us for failure or leads to paralysis.

WHAT DOES IT DO TO US?

There are positive effects of stress. An individual develops an increased awareness of his environment, he/she becomes more sensitive to events in the world around him. Second, there is an increase in energy and vitality. Third, an individual engages in more productive behavior. Stress actually prepares us for performing the daily activities of living.

The negative effects of stress are inefficiency, decreased ability to cope, increased susceptibility to illness (especially heart attack), interpersonal difficulties at work, home and with friends, irritability, inability to relax, feelings of guilt and alienation, chronic sense of time urgency, reduced ability to make decisions, poor self-image, and reduced feelings of self-esteem.

WHAT CAN WE DO ABOUT IT?

We can't escape all of the stresses of life or completely turn off our innate "fight or flight" response to threat, but we can learn to counteract our habitual reaction to stress by learning how to talk to ourselves and relax. The very centers of the brain that speed up our biochemical processes when we are alarmed can be called upon to slow these processes down. The relaxation response is the opposite of the alarm response and it returns our body to its natural balanced state. Your pupils, hearing, blood pressure, heartbeat, respiration and circulation return to normal and your muscles relax. The relaxation response has a recuperative effect in that it allows you a respite from external stress. It keeps you from using up all your vital energy at once as you react, then overreact, and are finally overwhelmed by the stresses in your life. It normalizes your physical, mental and emotional processes.



Soldiers' Desires Can Be Your Reward

by SFC David Tipton
CONUS MI GP HREO NCOIC

Several years ago while I was stationed in Germany I had an experience that helped me reach a personal level of accomplishment of which I had only dreamed.

In January of 1983, one of the soldiers of my unit came to me and asked if I would help him organize a 100-mile cross-country road march (for the unit). This young Sp5 knew that I had just been reclassified from the infantry and I was wearing a Ranger tab on my left shoulder. He figured, that because of my background in the military, I would share many of his values and would jump at the chance of showing my skills.

I must at this time tell you a little about this unit. My company was composed of 88 soldiers: 24 were officers, 36 were sergeants and 28 were specialists four and below. Over half the soldiers were female. This company was the HHC for a Supply and Service Battalion. This was my first experience working with female soldiers. As a matter of fact, it was my first experience working with soldiers other than combat arms.

My initial impression was that this unit was different from the rest of the Army. There were five master sergeants and one command sergeant major in the company. There was a lieutenant colonel, four majors, and a slew of captains. There was even a female sergeant first class. There were more noncommissioned officers than there were enlisted soldiers. How could I organize a 100-mile march for these soldiers?

I explained to the young Sp5 that I had been on 100-mile road marches before and that they are tough. Soldiers have to be conditioned physically as well as mentally. I didn't see the need or desire in the soldiers in the unit. I told him I didn't feel anyone would volunteer for the march except for a couple soldiers that wanted to get out of work for a few days and about the second day, when things started getting tough, they would quit.

The Sp5 said, "Sarge, you may be right, but if we work hard at getting them ready and sell the command on this idea and get their support, we can do it. Just think of what it would mean to the soldiers when they complete the march." I finally conceded to the Sp5 and told him I would help set up the march.

We started out by going to each soldier in the unit and asking if they would like to participate. It was a big surprise to me that about 30 soldiers agreed to go.

We mapped our route. We drove a jeep along that route and talked to the Burgermaster (town mayor) of each town that we planned to walk through. In short, we did all the necessary leg work to set up a cross-country march from Wiesbaden to Idar Oberstein. We put together a packet and went to brief the commander, the executive officer, and the command sergeant major. I was really surprised but they loved the idea and wanted to get involved in setting up the road march.

I made one rule: that all participants must complete four practice marches before I'd let them go for the 100 miles.

When the afternoon came for the first practice march I only had 18 of the 30 volunteers present. By the time we had walked about half the 10-mile practice march, the soldiers were complaining and wondering what they were doing there. It was of no surprise to me that the next two practice marches had little participation. I had decided it would probably be best to call it off; however, I decided to give it one more shot.

I called a meeting of all the soldiers that had volunteered. At the meeting I told them, "This road march is going to be tough. We are not going to be walking on roads, but across country through mountains and rivers and whatever is in our way. Each of you must look into your heart and decide if this is what you really want to do. You will be carry-

ing everything you need on your back, your feet will be blistered. You will hate yourself by the time you get halfway through the march. The cost will be high and all you will receive is the knowledge and self-confidence in your personal abilities. Think about it tonight. If there are 10 of you that are truly sincere, I will go to the boss (the battalion commander) and ensure him that we are sincere and are looking forward to the challenge."

The next afternoon at the follow-up meeting, 13 soldiers showed up. The others gracefully backed out. All 13 said they would do whatever it took to complete the march. As I looked at the volunteers I saw an impossible task. Six of the 13 were female soldiers, 4 of the 7 male soldiers had not been to the field since basic training. Nevertheless, I had committed myself and we were going.

The first day things started out super. All the soldiers were lined up for inspection by the commander. We had two medic vans that would be fol-

lowing and a vehicle from the unit to carry the extra C-rations and water. About 30 members from the unit were on hand to cheer us off.

Through the next five days this group of soldiers impressed me more than any other group of soldiers that I've been privileged to work with. They walked through streams, up and down mountains and through forests, most of the time not even knowing where they were.

The second night, when I did a foot inspection, two of the soldiers had blisters covering their entire heels. I told them I was going to put them on the truck because they would ruin their feet as well as slow down the group. They pleaded with me to let them continue and that if they got to feeling too bad, they would willingly quit. They wanted to give it their best shot, so I agreed. The third night out, we walked all night through a pine forest. These soldiers had never experienced night movement, especially through the woods. Several were so scared



that they almost cracked, yet they hung in there. They all reached down deep inside themselves and what they found really surprised them.

What did they discover? Well . . . they learned what they could do if they really wanted something, how to rely on others and support others not only in good times but also through hard times.

Yes, all 13 of us completed the 100 miles. When I looked back and saw this motley group of soldiers, I had to hold back the tears, for I knew what they

were feeling. And to think I didn't have faith in them at the start of this ordeal!

Why am I telling you this story? Well . . . it's because I see the same kind of soldiers here and many of the same attitudes. Look around at your friends and fellow soldiers. Talk with them, listen to them and most importantly help them achieve their goals. You will find the reward for your effort will be in your heart, as was mine, for the 12 marchers about whom I have written.

A Fable

Courtesy of CONUS MI Group NCODP

"How's it going down there?" barked the big walrus from his perch on the highest rock near the shore. He waited for the good word. Down below, the smaller walrus conferred hastily among themselves. Things weren't going well at all, but none of them wanted to break the news to the Old Man. He was the biggest and wisest walrus in the herd, and he knew his business—but he did hate to hear bad news. And he had such a terrible temper that every walrus in the herd was terrified of his ferocious bark.

"What will we tell him?" whispered Basil, the second-ranking walrus. He well remembered how the Old Man had raved and ranted at him the last time the herd caught less than its quota of herring, and he had no desire to go through that experience again. Nevertheless, the walrus had noticed for several weeks that the water level in the nearby Artic Bay had been falling constantly, and it had become necessary to travel much farther to catch the dwindling supply of herring. Someone should tell

this Old Man; he would probably know what to do. But who? And how?

Finally, Basil spoke up, "Things are going pretty well, Chief." The thought of the receding waterline made his heart feel heavy, but he went on, "As a matter of fact, the beach seems to be getting larger." The Old Man grunted. "Fine, fine," he said. "That will give us a bit more elbow room." He closed his eyes and continued basking in the sun.

The next day brought more trouble. A new herd of walrus moved in down the beach, and with the supply of herring dwindling, this invasion could be dangerous. No one wanted to tell the Old Man, though only he could take the steps necessary to meet this new competition.

Reluctantly, Basil approached the big walrus, who was still sunning himself on the large rock. After some small talk, he said, "Oh, by the way, Chief, a new herd of walrus seems to have moved into our territory." The Old Man's eyes snapped open, and he filled his great lungs in preparation for a mighty

bellow. But Basil added quickly, "Of course, we don't anticipate any trouble. They don't look like herring eaters to me—more likely interested in minnows. And as you know, we don't bother with minnows ourselves." The Old Man let out the air with a long sigh. "Good, good," he said, "no point in our getting excited over nothing, then, is there?"

Things didn't get any better in the weeks that followed. One day, peering down from the large rock, the Old Man noticed that part of his herd seemed to be missing. Summoning Basil, he grunted peevishly, "What's going on, Basil? Where is everybody? Poor Basil didn't have the courage to tell the Old Man that many of the younger walrus were leaving every day to join the new herd. Clearing his throat nervously, he said, "Well, Chief, we've been tightening things up a bit. You know, getting rid of some of the dead wood. After all, a herd is only as good as the walrus in it."

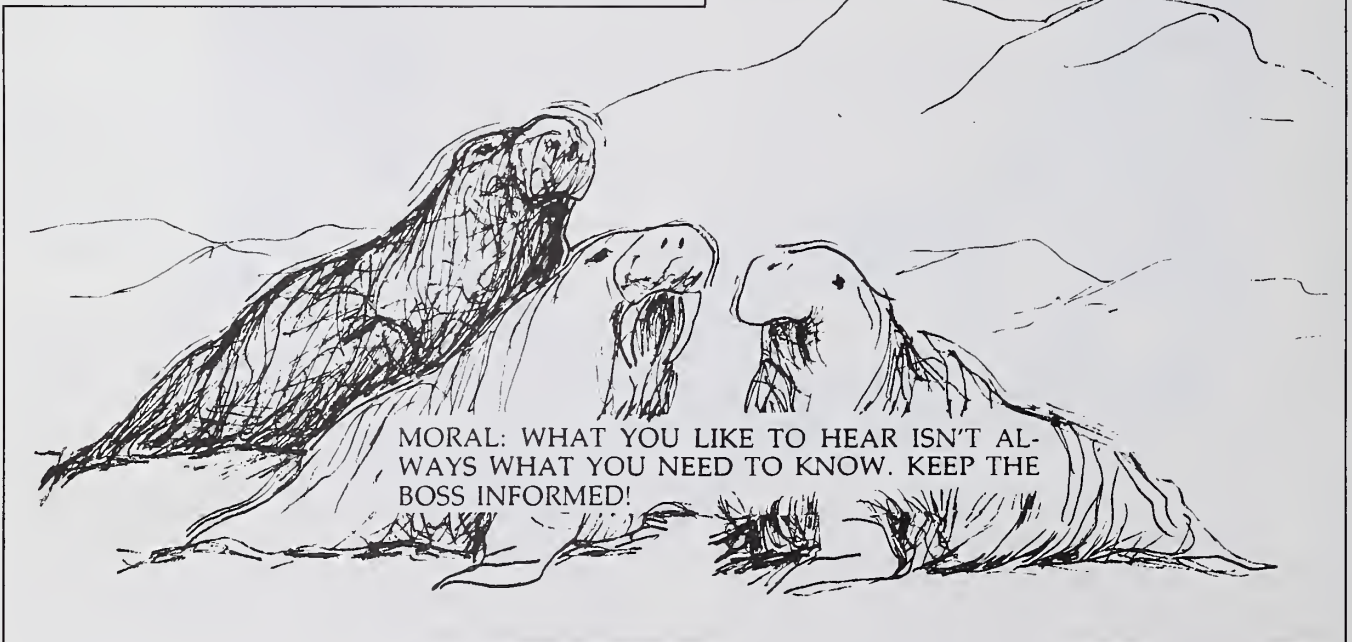
"Run a tight ship, I always say," the Old Man grunted. "Glad to hear that everything's going so well."

Before long, everyone but Basil had left to join the new herd, and Basil realized that the time had come to tell the Old Man the facts. Terrified, but determined he flopped up to the large rock. "Chief," he said, "I have some bad news. The rest of the herd has left you."

The old walrus was so astonished that he couldn't even work up a good bellow. "Left me?" he cried, "All of them?" But why? How could this happen?"

Basil didn't have the heart to tell him, so he merely shrugged helplessly.

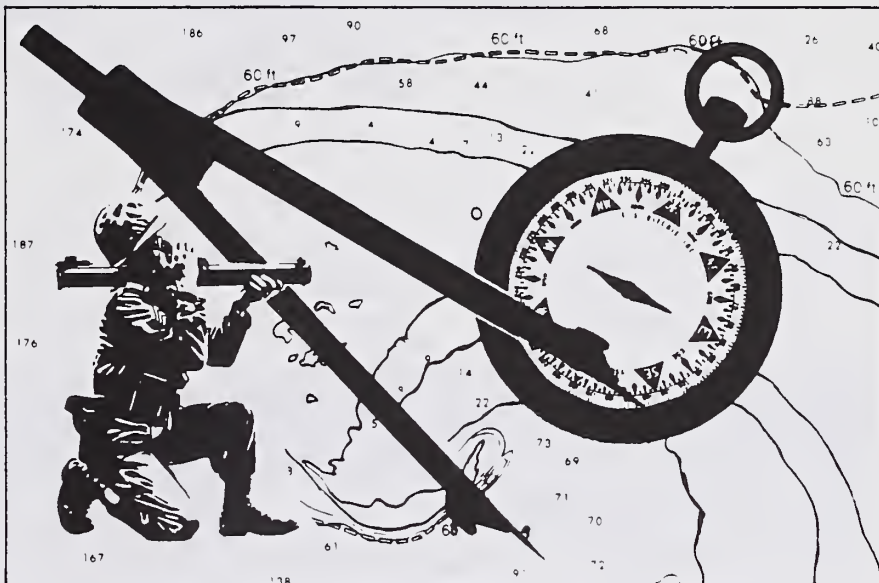
"I can't understand it," the old walrus said. "And just when everything was going so well."





NCODP Makes Leaders

By Sgt. Bret R. Harrison
CONUS MI Group PAO NCOIC



It was raining. Another degree colder and it would have been snowing. I clutched my camera and looked to my right. SFC King Walker and another aggressor, Sp4 Chuck Vittitow, lay hidden in a pile of broken pine branches. Behind us, in the treeline waited SFC William Slater with the M-60 and the three other aggressors, SFC Larry Wilson, Sgt. Chris Milsap and Sp4 John Hulstrand. We all stared across the broken landscape and waited for the students.

The students were members of CONUS MI GROUP NCODP Class 01-86. For the past 9 days, they had been getting up at 5:30 every morning, doing PT, standing inspections, and learning to be effective leaders through both classroom and hands-on instruction. This was their first day of FTX. While we were waiting, they were doing a compass course.

Finally the first squad materialized from the mist about 400 meters downrange. They were marching single file, about 30 meters apart, and heading right at SFC Walker's position. I waited for him to make the first move.

He and Vittitow opened up when the first student got about 30 meters away. Immediately the students took cover and returned fire. Red smoke from a grenade drifted up from a hissing canister. At length, the shooting stopped. The exercise over, the stu-

dents resumed their course to its end point, about 200 meters past our positions. We hunkered down and waited for the next group.

During the FTX, the students learned squad tactics, land navigation, night compass activity and orientation, and how to be range cadre.

Each squad, (there are three), learns to work together as a team as they eat, train, and discuss problems together.

That teamwork manifests itself at the Drill and Ceremony Competition, held the day before graduation. In addition to the basic moves they have been practicing for three weeks, they are given the chance to do a little creative showboating, demonstrating such maneuvers as "Knucklehead, March," and others. Though all were outstanding, the judges picked the second squad as the winner.

At the end of the cycle, the students were responsible for picking an instructor of the cycle and an honor graduate. Top instructor honors went to SFC Shawn Riley of HOC, 2nd Battalion. Picking an honor graduate, based on the criteria "the student who contributed the most to the morale and esprit de corps of the entire class," the students demonstrated the teamwork and cooperation they had worked for all cycle. They unanimously picked the entire class.



Field Station Kunia MI Display

Field Station Kunia soldiers got a glimpse of what military life is like in a tactical environment when Alpha Company, 125th Military Intelligence Battalion (CEWI) set up an equipment display recently in the recreation area.

The main purpose of the display was to give junior officers more information on tactical equipment, according to 1st Lt. Daniel Palmer of Operations.

"The tactical display was set up for the junior officers but every-

one in the field station was invited," he said.

Before a guided tour of the equipment, the officers received a briefing in the tunnel facility from Capt. Leigh W. Wackenske, Commander of the 125th MI Battalion's Alpha Company. The unit is located at nearby Schofield Barracks.

Wackenske explained the changes a military intelligence

unit will experience under the light infantry division concept. The group then moved to the recreation area to view the equipment that included tactical radio receiving sets and a vehicle mounted countermeasure system.

"The display offered the MI soldiers training in setting up equipment and gave them a chance to develop briefing skills," Palmer said. "At the same time, it taught us a little bit more about tactical equipment."

SMA Morrell Makes Visit

On January 31, 1986, Detachment I of the 470th MI Group was visited by Sergeant Major of the Army Glen E. Morrell; CSM Oscar L. Barker, Forces Command Sergeant Major; CSM Sammy Wise, Intelligence & Security Command Sergeant Major; CSM Robert H. Retter, Intelligence Center & School Sergeant Major, and CSM Thomas Crosby, 470th MI Group Sergeant Major.

After an initial briefing by the detachment commander, the sergeants major were given a tour of the facility by the detachment ser-

geant, and were briefed by the soldiers.

Throughout the briefings the theme was the all source approach to certain equipment utilization by the detachment to enhance the quality of the analysis and reporting. The soldiers demonstrated their state-of-the-art equipment.

The ability of the young soldiers, recent graduates of advanced individual training, to successfully provide technical briefings to such a unique gather-

ing of the Army's senior noncommissioned officer leadership was evidence of the high standards being enforced at USAICS for graduation, and the ability of the detachment's NCOs to complete the technical training of the soldiers upon their arrival in the field. The extent to which USAINSCOM relies upon its junior enlisted personnel, not only as soldiers but as skilled technicians, to accomplish its intelligence missions was clearly demonstrated.

At the conclusion of the briefings and demonstrations,



Sergeant Major of the Army Morrell spoke to the soldiers on his reaction to the presentations, their role and responsibilities as

soldiers and NCOs, and on items of current interest in the Army. The visit was a memorable one for the Detachment, and will

hopefully provide the distinguished visitors with additional insight on the operation of a typical INSCOM organization.



Members and visitors of Detachment I, 470th MI Group, are First Row (L to R); Maj. T. C. McNeil, CSM Thomas V. Crosby, SMA Glen E. Morrell, CSM Oscar L. Barker, CSM Robert H. Retter, CSM Sammy Wise, and SFC L. D. Rose. Second Row, (L to R): Sgt. J. E. Saikley, Sgt. C. R. Hardaway, Pvt. 2 T. L. Walton, PFC D. C. Feero, Sp4 R. H. Murdock, Sgt. D. N. Malinowski, PFC L. R. Jurgens, Sgt. T. D. Figliuzzi, and PFC C. A. King. Third Row (L to R): Sgt. L. M. Engel, Sgt. L. R. Sanchez, SSgt. G. L. Sperger, Sp4 D. T. Barden, Sp4 J. C. Steward, Sp4 M. L. Stevens, SSgt. D. M. Henderson, SSgt. T. L. Campbell, and Sgt. K. D. McKinney. Fourth Row (L to R); Sp4 L. R. Stevens, PFC D. L. Bentley, Sgt. E. C. Jones, PFC J. A. Belcher, Sp4 K. C. Smith, PFC E. Williams, Sgt. J. Brickhouse, PFC M. P. Logue, Sgt. I. Sanchez-Rivera. Absent members were Capt. M. S. Brennan, CSW2 A. J. Myles, SFC D. F. Jones, SSgt. L. Darder-Bonilla, and PFC N. M. Hodge. (U.S. Army photograph)



Bull 1, Kunia Cowboys 0

What would rifle qualification be without a little bull? The recent Field Station Kunia range exercise had just that—a 600-pound steer that ambled into the qualification area between the 150 and 250 meter targets, according to MSgt. Al Cardamone, Plans and Training NCOIC.

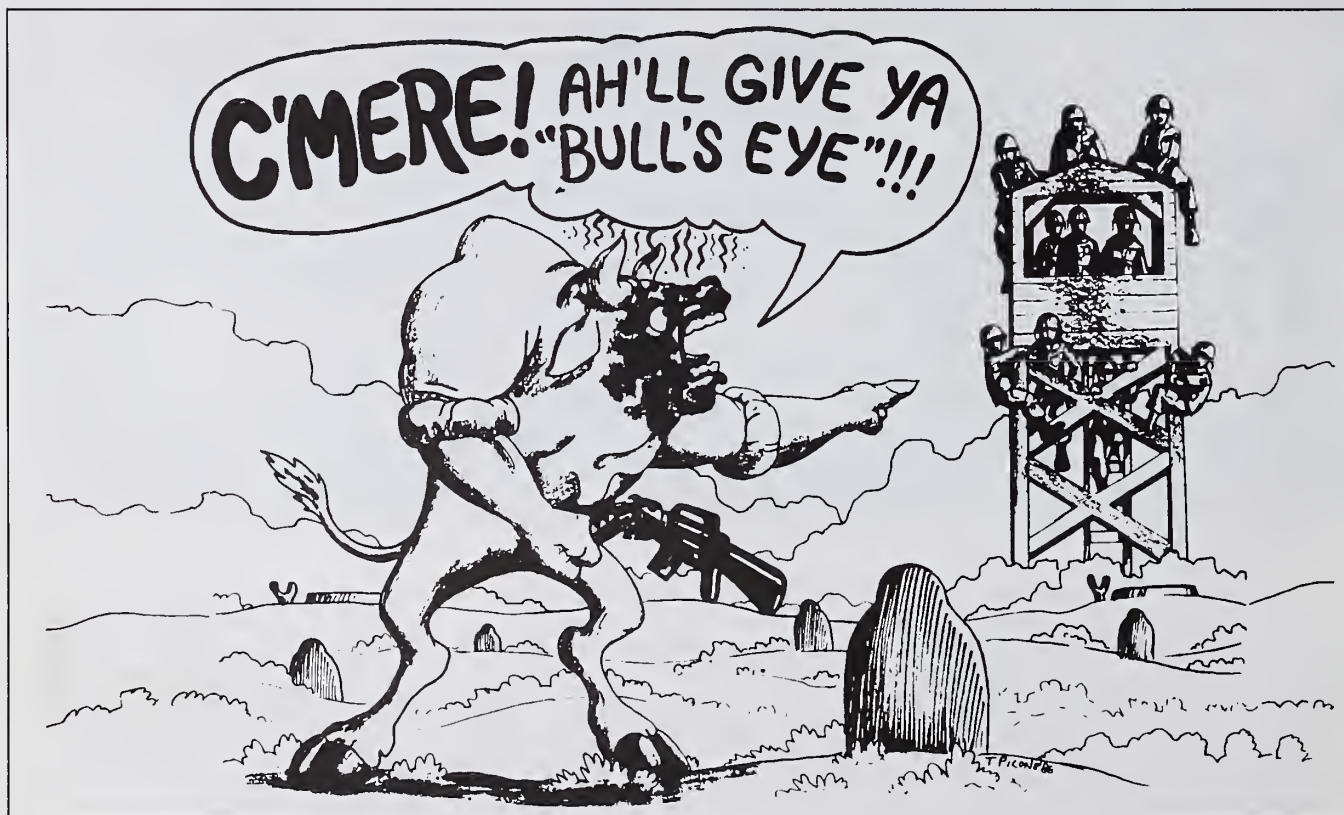
SSgt. Timothy Dotson of Bravo Company, Sgt. Mark Simpson of Alpha Company, and Cardamone were first told the steer was a cow.

"We went out to shoo this 'cow' off the range and when we got out there, we realized it wasn't a cow at all," Cardamone said. The steer chased them off the range. Range control officials then attempted to chase the steer with an M880 truck only to have the steer turn and charge their vehicle.

After chasing other range personnel up the tower, the bull

went into the nearby woods to rest for the next round, according to Cardamone. "None of the Kunia cowboys would go into the woods after it," he remembered. After further attempts by range officials and local ranchers to chase the bull away, the steer wandered into the impact area and never reappeared.

Seventy-two soldiers had to be rescheduled to qualify after the bull's five-hour escape, Cardamone added.



Army Sponsorship

by R.L. Smith and Vicki Oliver

A new Army Sponsorship Program is spelled out in AR 612-11 and DA Pamphlet 612-1 and is now in effect for soldiers, civilians and their families. This program has been completely revised to provide more guidance and training for sponsors, more control for commanders and supervisors and a better sponsorship program for personnel. Compliance with the new guidelines will benefit all participants. Soldiers, civilians and family members will be better prepared upon arrival at a new duty station, whether in CONUS or overseas.

This article will deal briefly with four of the five sponsorship programs covered under the new regulation. These are *out sponsorship*, *in sponsorship*, *reactionary sponsorship* and *rear detachment sponsorship*. DA Form 5434 (Request for Sponsorship) is a post card mailer form available through normal publication channels and replaces DA Form 4787 which was used previously for this purpose.

Losing unit commanders have the responsibility of briefing departees on the sponsorship program and requiring completion of DA Form 5434 by personnel in receipt of assignment instructions, less unmarried soldiers in pay grades E-1 through E-4. Upon receipt of a Form 5434, the gaining commander will assign a well-




trained sponsor for personnel in grades E-5 through O-6 and civilians through GS-15, who must contact the new assignee within ten days and offer assistance in making the transition as smooth as possible. Normally, upon initial contact, the incoming member is provided a welcome packet which will include any specific information requests on the DA Form 5434.

The reactionary sponsorship program is designed to accommodate the unprogrammed arrivals and those personnel, primarily E-1 through E-4, who are not participating in the advance arrival sponsorship program. A rear sponsorship program is unique in that it provides assistance to per-

sonnel already assigned to the unit. Units in which a large number of its members are exposed to long term TDY, extended field problems, maneuvers, etc., are candidates for rear detachment sponsorship programs. Many family members find it difficult to cope with these prolonged periods of absence of the sponsor. Normally, soldiers experience less stress and a result of separation if they know their family members are safe, healthy and have someone to turn to in case of need.

The sponsorship program is nothing less than one Army family member extending a helping hand to another member of the Army. Department of the Army is producing two video tapes to be



used in training soldiers, civilians and family members on how to be a good sponsor and what they can expect from the program. The tapes are targeted from distribution to all TASCs in the near future. If the supporting TASC can-

not provide the film, advise this headquarters, ATTN: IAPER-MW, and we will endeavor to get it for you.

A successful sponsorship program requires the cooperation and efforts of everyone from commanders to the sponsors. With

the proper mixture of command emphasis and sponsor caring, the program will succeed. Every sponsor should provide his or her charges the same degree of assistance that they would like to receive if the role were reversed.

Reassignment Procedures for Retirement for Eligible Officers

Officers who have been approved to retire, but who are subsequently selected for promotion, may now withdraw their retirement application and accept promotion, said a MILPERCEN official today.

This change in Army policy was sent to the field last month in a MILPO message, stating a change to AR 635-100, Personnel Separations—Officer Personnel, paragraph 4-13.

Prior to this change, the proce-

dures for officers to use to request withdrawal of their retirement application upon selection for promotion were no different than those used by other officers requesting withdrawal, the official said.

The change to regulation 635-100 is as follows: "An officer who has an approved retirement pending, and who subsequently is selected for promotion, has the option to withdraw his or her retirement application and accept

the promotion. The officer continues to be subject to worldwide assignment in accordance with the needs of the Army. Requests will be forwarded through channels to HQDA (DAPC-OPP-R)."

Editor's Note: This release was prepared by the US Army Military Personnel Center, Public Affairs Office, Alexandria, Va. 22332. For further information call: commercial 202-325-8856 or Autovon 221-8856.

Services Step Up Motorcycle Safety

By Donna Bolinger

American Forces Information Service

Air Force Master Sgt. Ron Shepard is well aware of the dangers of motorcycle riding.

About 15 years ago, while stationed at Anderson Air Force Base in Guam, Shepard was involved in an accident that left him with two broken arms and two broken legs. He remained in traction for six months; today, one leg is still three-quarters of an inch shorter than the other.

But it was about a year after his accident—when Shepard dismissed a young airman early from Saturday duty, only to learn within hours that the airman's skull had been crushed against a street curb in a motorcycle accident—that Shepard started asking hard questions about motorcycle safety.

What he found was that, despite an alarming number of fatalities and injuries, no military service sponsored a real motorcycle safety program.

During fiscal 1985, 195 soldiers, sailors, airmen and Marines died and almost 2,500 were injured in motorcycle accidents. As alarming as these statistics may appear, they are considerably lower than those of only five years ago.

The reason: a new emphasis on motorcycle safety.

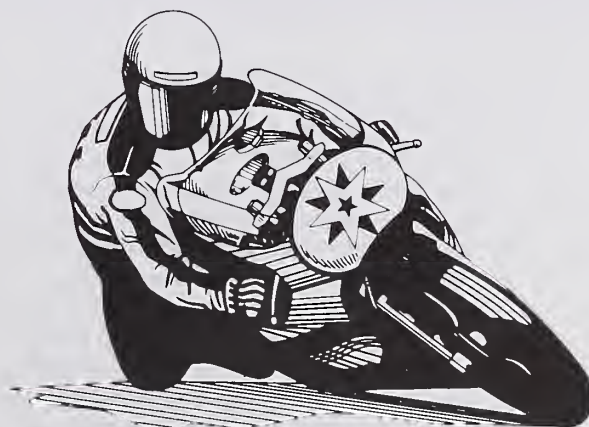
Few people would disagree that motorcycles are dangerous. Yet some, like Shepard, argue that

proper training gives motorcyclists the skills needed to ride safely and avoid other motorists who don't.

Now stationed at the Air Force Inspection and Safety Center at Norton Air Force Base, Calif., Shepard coordinates the Air Force motorcycle safety program.

His counterparts in the Army, Navy and Marine Corps train military motorcycle riders around the world in safe motorcycle techniques. They also ensure that riders are familiar with the Defense Department's and their individual service's riding requirements.

"I just can't understate the importance of training," said Shepard, "We can teach people that no matter what someone else does to you,





if you react properly, you still have a good chance of surviving.”

Fred Young, safety officer at Fort Benning, Ga., was even more emphatic about the importance of training. “Anyone who rides a motorcycle without first taking a basic course on how to ride it is a fool—a person trying to get killed,” he said.

A DoD motor vehicle directive issued last November echoes this view. To ride on a military installation, all motorcycle operators, military and civilian, must complete a motorcycle safety course during which they demonstrate their ability to operate the cycle.

Also before riding on an installation, riders must:

- ☐ obtain the appropriate state motorcycle license;
- ☐ wear a properly fastened helmet that meets specific safety standards;
- ☐ wear a face shield attached to the helmet or impact-resistant goggles;
- ☐ have a rear view mirror; and
- ☐ use a headlight at all times.

The services go a step farther in enforcing motorcycle safety.

The leader in this campaign is the *Marine Corps*, which recently started enforcing a requirement that its members observe these requirements and wear reflective vests as well, whether riding on or off base, in uniform or civilian clothes, and whether on or off duty.

Civilians and visitors also are required to meet these requirements while riding on a Marine Corps base, according to Delbert Johnson,

director of safety.

The *Army* is expected to implement a policy by this spring that will require all on-post riders to attend a motorcycle safety class which includes classroom and hands-on instruction and skills testing. They also will be required to wear helmets and reflective vests, long sleeve shirts or jackets, long pants, leather shoes or boots and gloves.

Soldiers will be required to wear the designated protective clothing whether riding on or off post, according to U.S. Army Safety Center officials at Fort Rucker, Ala.

The *Navy* policy is similar but does not require that reflective vests be worn.

Air Force regulations specify that airmen or civilians riding on base complete a motorcycle safety course under the direction of the Motorcycle Safety Foundation. Airmen must wear helmets and eye protection on or off base, even when not required off base by state law. However, requirements for the use of additional protective clothing are left to the discretion of individual commanders.

Safety officials say stricter safety requirements are paying off directly in less motorcycle deaths and injuries. However, they stress that no regulation and no safety class can instill the most critical safety consideration of all—a proper attitude.

By this they mean respecting the extremely dangerous nature of motorcycling.

Harold Taylor, chief of ground safety for the Military Airlift Command, summed up what he considers to be the ultimate safety guideline. “The day you think you have mastered the machine or lose respect for the bike—sell it.”

Certain Sage

by Deidre A. Hoehn

When retired MSgt. Harry J. Hampton retired eight years ago after a full term career with the Intelligence and Security Command, he never dreamed he would be called back to active duty. But he was.

Although Hampton had never been assigned to Arlington Hall Station or Vint Hill Farms Station, some of the locations he was assigned to will ring a bell with all of us—Field Station Sinop, Fort Meade, Fort Devens, Fort Huachuca, and Fort Hood. The locations of his other assignments—Field Station Shemya and Field Station Chitose—may be remembered by only a few of us.

When Hampton retired he decided to enjoy himself. After a year of working in the garden, he received a glowing recommendation from a former co-worker and a generous salary offer. He accepted the offer and began working for a private firm in the Washington, D.C., area. He still is with this company. His work for this company does reach INSCOM, however—he develops training packages that INSCOM soldiers use.

In November 1985, Arlington Hall Station and Headquarters INSCOM participated in an Army-wide test—CERTAIN SAGE. This exercise tested the "Retiree Recall and Preassignment Program." Because of this exercise Hampton along with nine other

retirees with intelligence specialties were able to come back to the Army as INSCOM soldiers.

The exercise was conducted at eight installations and five military entrance and processing stations and involved about 400 re-

sisted of paper drills through computerized models, whereas CERTAIN SAGE's real life operation afforded the perspective of actual tasks being performed under realistic conditions. One thing discovered was that retired sol-



tirees. Although all retirees were volunteers for the exercise, in a true emergency they would be called to active duty based on their "hip-pocket orders."

Fort Myer, Va., just down the road from Arlington Hall Station, was one of the eight participating installations. The retirees reported to Fort Myer for inprocessing and a medical evaluation. The next day they were "assigned" to either Headquarters INSCOM or Arlington Hall Station.

According to an ARNEWS release, Maj. O. O. Knight, the Department of the Army's monitor of the exercise, said in the past such mobilization exercises con-

diers continue to take advantage of education opportunities after retirement. Because of this it was found that many were better qualified for their mobilization jobs than they were when they retired.

The test has provided a wealth of feedback to evaluate mobilization plans and to prepare for follow-up exercises in coming years, Knight continued in the ARNEWS release.

Keeping this thought in mind, in future years Arlington Hall Station and Headquarters INSCOM may see more old friends—that were previously thought to have left for good—return!



Dean's List

Nine Field Station Kunia personnel were named to the Dean's List of Hawaii Pacific College recently. Special Agent Randall Allen of ITIC-PAC; family member Terri Brandvold; SSgt. Mark Black of ITIC-PAC; Capt. Jerry Holland, formerly of the Support Detachment; Sgt. George Hunt of the

Support Detachment; and Sp4 Laura Lyons of Bravo Company, 1st Operations Battalion made the list.

Also, SFC Joseph Smith of Headquarters Company, 1st Operations Battalion; Sp4 Jeffrey Stecklein of the Support Detachment; and civilian Scott Whitcher

III were named.

The students completed at least twelve semester hours and earned grade point averages of 3.5 or better on a 4.0 scale in HPC's degree programs. A total of 34 students island-wide were selected for the list. (Information courtesy Hawaii Pacific College)

Success Stories

By SSgt. Dan L. Hassett
Editor, 66th MI Group "Dagger"

Great generals like MacArthur, Patton and Pershing were able to reach millions of people with their philosophies of leadership, but few soldiers reach that level of greatness where they are able to affect the lives of so many.

Very few officers or NCOs ever have the chance to affect more than a few hundred or a few thousand other soldiers during their service to our country, even though they may be very capable leaders.

CWO3 James E. Pierce of the 328th MI Company, 502nd MI Battalion, is one of those unsung leaders, but he is now getting the chance to share his philosophies

and successes with others all over the Army.

The Department of the Army recently published a pamphlet entitled "Success Stories—Leadership in Action," that tells the stories of junior leaders—some of the not-yet-greats in today's Army—who are also demonstrating excellence in leadership.

Pierce's story is included in this book.

Pierce's current position in the 328th's Primary Control and Analysis Center puts him in touch with about 60 soldiers and officers on a regular basis, but his story in the DA pamphlet will allow tens

of thousands of soldiers to learn from his experiences.

What did he do to deserve recognition in a volume about today's Army leaders?

According to the narrative, "With a minimum of resources, CWO3 Pierce created a climate for learning and development so desperately needed.

"Through his own concern for his subordinates he gave them the incentive to strive for excellence and set the example by his own actions and knowledge.

"He created an organizational climate in which subordinates were free to realize their own individual and collective potential,

and proved that one man with leadership ability can make the difference."

Pierce plays down his role and refuses to take sole credit for his success as a leader. "If I am that good as a leader, it's because I was given the opportunity," he said. "It's because my supervisors gave me the chance."

The 45-year-old MI technician also gives much of the credit to the other warrant officers and enlisted soldiers in the PCAC. "None of it would have been possible without the help of the people who work with me," he said. "They are just as responsible for what was done here."

But Capt. John R. Healy, Operations Officer for the PCAC, said that Pierce's leadership was instrumental in the section success story. "Every junior officer needs a Mr. P," Healy said. "He not only develops soldiers, but officers as well."

Healy said Pierce takes a genuine interest in PCAC soldiers and spends much of his off-duty time counseling and training them. Pierce and his soldiers regularly gather at the 502d's dining facility during lunch each day, Healy said, and after-work sessions are not uncommon.

But Pierce doesn't feel that his extra hours are anything special. "I don't spend any more time than any of the people I work with, including Capt. Healy," he said.

He said he just accepts the overtime as part of the job. "I've always felt that the main objective is to carry out the mission," he said, then quickly qualified his

statement when asked about his family.

"My family is very important to me," the Alexandria, La., native said. He and his wife, Jean, have two children, James III, 9, and Jessica, 5.

Pierce said his wife and children "have to be understanding and cooperative" about his job and the time it involves. I believe I have to spend a lot of time on the job."

But if there are problems at home, Pierce has faith in his fellow soldiers to handle the mission while he takes care of home life.

came to the attention of Lt. Col. Carol N. Hemphill, Commander of the 502d, who recommended Pierce's story. "He's super. He deserves recognition," she said later.

SFC Patrick J. Harris, PCAC NCOIC, was tasked to write the narrative for submission. Harris was aided by Healy, who edited the manuscript before it was forwarded to DA for consideration.

Pierce credits Harris's narrative for the story being included in the DA collection, but Harris disagrees. "If a product isn't good, I can't sell it," he said.



While he is being held as a role model, a leader to emulate, Pierce cannot recall any individual who has had the most influence on his career. "There are many people I hold in high esteem," he said, "but I can't pick out just one."

"On every assignment, I've been influenced by someone," he continued, "but I guess you could say I'm a collection of the traits and attributes of all of them."

Pierce's recognition came about when DA solicited input from units in the field about successful leaders at work. That request

Although Pierce has already served more than 21 years on active duty, retirement isn't on his mind. "I'll stay as long as it's still fun," he said. "I'm still enjoying it, so I'll probably go for 30."

Pierce entered the Army in October 1964 after earning a Bachelor of Arts degree in Psychology from Southern University and A & M College in Baton Rouge, La.

He served more than 10 years in the enlisted ranks and attained the rank of SFC before being appointed to warrant officer in January 1975.

Honolulu Marathon

by SSgt. Vicki Ohmacht

Field Station Kunians joined more than 9,000 runners for the recent 13th Annual Honolulu Marathon. Don Danner of Headquarters Company, 1st Operations Battalion was the field station's fastest finisher as he completed the 26.2 mile course in two hours, and 48 minutes.

Jack Wilson of the U.S. Army Information Systems Command, Kunia Detachment followed Danner to the finish line, finishing second among Kunia runners. The veteran marathoner later competed in the 3rd Annual Infantry Marathon at Fort Benning,

Ga. in January. Wilson took second place in his age category, and his ISC team took third place overall in the military category.

Half of the entrants for the Honolulu Marathon were from Hawaii, with Japan having the second largest contingent with more than 2,000 runners. The entry list was 75 percent male and 25 percent female, with ages ranging from 82 down to age 7.

The route wound through Wai-kiki, the Waialae-Kahala area and out to Hawaii Kai along Kalaniana'ole Highway. The marathon finished at Kapiolani Park.



Jack Wilson (runner on left) of ISC rounds the bend at Kahala Mall. (Photo by SSgt. Vicki Ohmacht)



Billy Walton of the U.S. Army Information Systems Command, Kunia Detachment (ISC) heads for the finish line. (Photo by SSgt. Vicki Ohmacht)



Arlington Hall Wins

by Sp4 Debra J. Collins

Arlington Hall Station's (AHS) intermural basketball team gained the divisional lead by defeating the Walter Reed Army Medical Center (WRAMC) team by a score of 100 to 84. Arlington Hall's scoring was characterized by fast breaking down the court and by alert rebounding. Within the first thirty seconds of play AHS scored three consecutive buckets on layups. However, consistent play by WRAMC only allowed AHS to maintain a five point lead throughout the first half.

WRAMC did manage, however, to pull to within one point on a half court bucket with one second left on the clock.

The final five minutes of play was all AHS, with a posted score of 99 to 80 in the final 43 seconds. As the clock steadily wound down, AHS played more like a team trying to beat the clock rather than a team wanting to score consistently. Within the last 43 seconds, four fouls and one technical were called in the game, as WRAMC tried all they could to

stop AHS from scoring the one hundred points in the game. Falling bodies, pushing and charging, made for a comedy of errors and sloppy play. Finally, the one hundredth point was scored by AHS but only after a third free throw attempt.

AHS persevered and went on to lead their division with a final record of nine wins and three losses to wind up the 1985 season. AHS's win over WRAMC led them into the Military District of Washington Playoffs.

Group Fitness Center

By SSgt. Dan L. Hassett
Editor, 66th MI Group "Dagger"

66th MI Group soldiers in Munich don't have to bundle up to stay fit during the cold winter months any more.

With the completion of the new Group Fitness Center, they can work out on more than 20 exercise machines and participate in daily aerobics and jazzercise sessions.

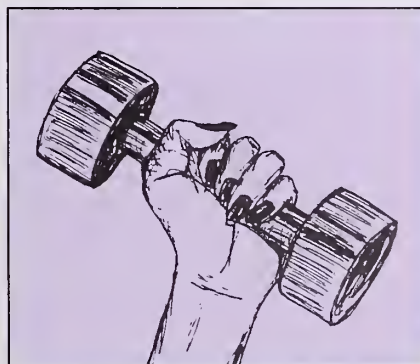
The fitness center is the culmination of an 18-month project conceived by Col. John G. Lackey III when he assumed command of the Group in 1984.

Nautilus machines featured

At the heart of the new facility are 17 new Nautilus exercise machines and five Universal ma-

chines, the latter donated by the Munich military community when they found they had no room for them in the community gymnasium. Two more Nautilus machines are on order.

Other equipment in this "mini-



gym" includes free weights, weight racks and dumbbells for those who prefer weight lifting to exercise machines.

A stationary bicycle, sit-up board and pull-up bars complete the list of fitness-building options, and wall lockers are available in a small adjoining room to store valuables while exercising.

Quite a bit of work went into the renovation of the building before all the new equipment was moved in. New wiring and lights, mirrors, carpeting and insulation were installed. Shower stalls were added to two existing latrines so exercisers don't have to leave the building to clean up after using the fitness center.



Aerobic exercises needed

The exercise machines and other equipment in the center do not make up a "total fitness" regimen by themselves, according to Maj. Dennis James, Group S-4 officer. They must be supplemented by some type of aerobic exercise such as running.

James feels that the Nautilus machines in the center do more to build strength than free weights. "They are much better than free weights to build up the major muscle groups," he said.

Major muscle groups exercised

"In one circuit on the machines,

you can hit all the major muscle groups. With free weights, only the last two repetitions of an exercise do any good."

But the new equipment is not just for body building, James said. "People can lose weight and firm their muscles at the same time."

Bearson Excels in Track

by SSgt. Dan L. Hassett
Editor, 66th MI Group "Dagger"

Sp4 Lori Bearson's track record speaks for itself.

The 24-year-old MI soldier, assigned to the 527th MI Battalion's Security Detachment-Europe (SDEUR), has been winning races and breaking records since she was a high school student in her hometown of Lanesboro, Minn.

Bearson's most recent victory was her first place win over 21 other women in the 1985 USAREUR Cross-Country Championships last fall. Her time of 18:00 for the 5,000-meter event was more than a minute ahead of her closest competitor.

The Heidelberg-based soldier got involved in track and cross-country when she was in the seventh grade, and started setting records in high school. She won the Minnesota State High School women's halfmile title twice, and still holds the state high school record for the 880-yard event.

Earns college scholarship

Bearson's high school achievements gained her a scholarship to Mankato State University, where she earned a bachelor's degree in recreation and set 13 track records that still stand—eight in indoor

events and five in outdoor races.

During her college career, she earned NCAA All-American honors seven times, including four times for cross-country and three times for track.

Bearson was named top female athlete of the year at the university in 1982, her final year at MSU.

The athlete's association with the military began when she went to work as a recreation specialist at Kirtland Air Force Base, N.M., after finishing college. Thoughts about a military career took hold during this time.



"I was thinking about getting a commission as an officer in the Air Force," she said.

But while talking with Air Force recruiters, she also came into contact with Army representatives and became convinced that Army green was a better deal than Air Force blue.

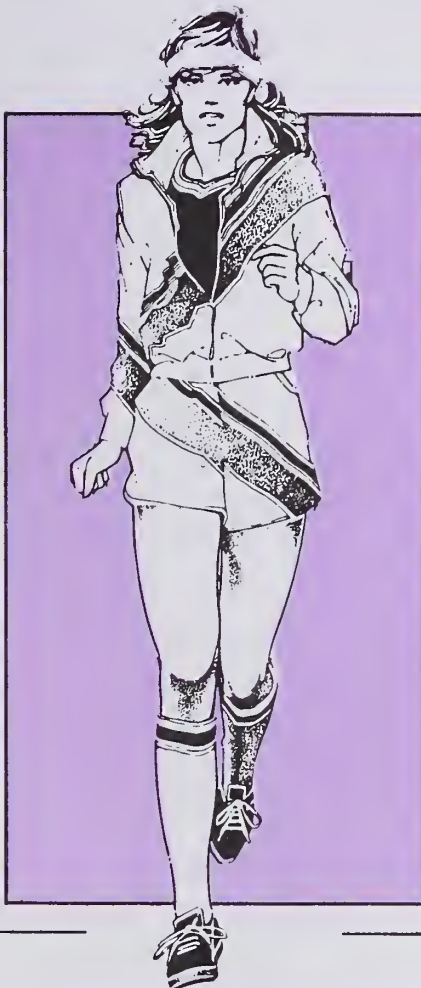
"I decided to join the Army because they offered more benefits," she explained.

"The Army offered to pay off my educational loans," she said, adding that her track scholarship at MSU was "no full ride."

Bearson considered trying for an Army officer's commission, but that would have meant giving up the loan pay-off, so she entered the Army as an enlisted soldier in March 1985.

New Records set in Army

She continued to run after entering the Army, setting a new record for the two-mile run while



in basic training at Fort Dix, N.J., then winning the USAREUR contest last October.

Bearson's forte is in the middle distances, 800 and 1,500 meters. She said she runs well in races from 800 meters to 2 miles, but feels that her greatest strength is in 1-mile and 1,500-meter events.

Bearson's training regimen includes running 50 to 60 miles per week. She runs 5 to 6 miles twice a day, and twice a week she runs shorter distances to build her speed. She also runs the Heidelberg hills once a week.

Bearson's other interests also revolve around sports; she says she enjoys tennis, swimming and skiing.

The MI specialists's long-term goals include more college and a Reserve Officer's commission. She would like to gain a master's degree in business after she finishes her active duty tour, and hopes to work in the recreation field.

Field Station Kunia Bowlers

Three Field Station Kunia bowlers took honors in the recent Army-Hawaii Bowling Tournament held on Schofield Barracks. Joey Yoshizawa of the Support Detachment tied for first place in the singles competition with Abraham Cabello of WESTCOM. Each finished with a total pin count of 1,170.

Yoshizawa combined forces

by SSgt. Vicki Ohmacht

with other area bowlers to lead the Schofield Barracks Team to the overall title. Also competing on the team was John Manibusan of the 125th MI Battalion.

Geamere Hackney of the U.S. Army Information Systems Command Kunia (ISC) bowled the Women's High Game, and Ron

Watkins tied with Cabello for the Men's High Game title. Watkins is also assigned to ISC.

Yoshizawa has been bowling "off and on" for 23 years. From 1978 to 1981, the Kaneohe resident bowled on the Army-Hawaii Team, taking a third place in the 1981 Hawaii Armed Services Conference Bowling Tournament. He averages in the low 190s.

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